

Change Management Panel



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DoD Transformation Goals

- Protect the U.S. homeland and our bases overseas
- Project and sustain U.S. military power
- Deny enemies sanctuary
- Protect information networks from attack
- Use American information superiority to seamlessly weld the U.S. armed forces together as a joint force
- Maintain unhindered access to space and

“A culture of change, flexibility, and adaptability is more important to transforming the military than simply having new hardware.”

Donald Rumsfeld
Secretary of Defense
January 31, 2002

Army Transformation

Transforming The Army



The United States Army is the most powerful ground force in the entire world. It upholds the ideals set forth in the U.S. Constitution and acts to support the interests of the United States of America.

Requires Evolutionary Change

- Processes
- Institutions
- Culture
- Philosophy
- Technology

Objective Force Concepts

- Full spectrum forces with special purpose capabilities
- Advanced technology empowering soldiers
- Advanced C4ISR systems that are horizontally and vertically layered and integrated
- Knowledge based operations: see first, understand first, act first, and finish decisively

AKM is Transforming the Army

Traditional

Transitional

Transformed

C4/IT Investments

- Local control
- Gaining control
- Enterprise oversight and management

Governance

- Decentralized
- Single authority established
- Integrated across all echelon

Infostructure

- Redundant and Separate
- Consolidate
- Improved Security
- Reduce IT footprint

AKO

- Duplicative Web sites
- Single portal
- Enterprise knowledge portal

Human Capital

- Classroom training
- Distributed, computer-based
- Life-long, virtual learning

Islands of Automation

Enterprise Management

Knowledge-Based Army

The Culture - The Way It Was

- **227 years of 'tradition' and mission success**
- **Decentralized operations and execution**
 - **Including money**
- **Islands of Automation...Fragmented infrastructure...Stovepiped, redundant, duplicative systems**
- **Titanium ricebowls**
- **Knowledge is power!**
 - **Why do I want to give my power away?**

The Culture - Where We Want To Be

- **Network-centric, knowledge-based force**
- **A lighter...responsive...flexible...mobile...
more lethal Army**
- **Streamlined enterprise-wide business
processes...e-enabled...e-Army**
- **Single enterprise portal for all Army work**
- **The 'Army of One' leveraging the knowledge
of the entire Army...so the soldier 'on point
for the nation' can be successful**

Lots of Change Going On

- **Army Transformation**
- **Army Realignment**
 - **Both Pentagon and Major Commands**
- **New organizations, new processes**
 - **NETCOM and Regional CIOs**
 - **Transformation of Installation Management**
 - **Consolidated Contracting Command**
- **Centralized management of \$5B in IT funds**
- **Central governance of IT**
- **Promoting a 'knowledge-sharing culture'**

Change Management

Lessons Learned



- ***Senior Leader Support--Walk the Talk***
 - SECARMY and CSA full support
 - SECARMY BIC on AKO Collaboration Center
 - CSA only accepts PKI from his GOs
 - Integrated into overall Transformation plan
 - They need to “Talk the Talk” too...at every gathering



- ***Strong, clear VISION***
 - “Network-centric, Knowledge-based Force”...This is your mantra, your guiding document...the lens through which everything is reviewed
 - For the Army, it’s also your funding authorization
 - Incorporate into everything you can...must become pervasive and ubiquitous



Doing
well



Could
do
better



Working
on it

Change Management Lessons Learned



- ***Need a crisis...either real or created***
 - Started out to be Transformation...turned out to be 9/11



- ***Control the Money!***
 - Forget 'knowledge is power'...money is really power!
 - Make hard decisions to stop/migrate old systems/processes



- ***Internal Strategic Communications is CRITICAL!***
 - Devote time and resources to tell the story, show successes, respond to concerns
 - Road Show
 - Consistent message, look and feel
 - Multiple venues

Change Management

Lessons Learned



- ***Get buy-in (or at least tolerance)...Involve Stakeholders***
 - CIO Executive Board allows all staffs and commands to 'have their say'



- ***Start small, scale fast***
 - Use pilot to work out bugs...and have a success you can publicize



- ***Big Audacious Goals...even if you only get halfway there, you're still 50% better than you were before***
 - Speed of implementation
 - Patience in achieving results



- ***Throw out the old way...don't just add to what you were doing***
 - Force BPR